

# Appendix E:

## Tourism Region and CVB Actions

### *Tourism and Recreation Goals and Actions*

Montana's ten tourism goals were developed from prioritized issues and opportunities identified by Montana citizens, businesses, and other tourism and recreation stakeholders during statewide public workshops, an online survey, and other meetings and interviews. These goals provide the framework for turning Montana's tourism Vision into reality by 2012.

### **Actions Identify Steps to Achieve Goals**

To realize each of the goals, specific actions were developed, along with objectives to measure the accomplishment of each action. This appendix lists only the actions for which tourism regions and CVBs are responsible to implement and/or report.

Descriptions of the actions begin on the next page, including priority level and responsible partners to lead and assist with implementation (the first partner listed in bold is the lead while the others are partners to support or assist). Partner categories are color-coded, as noted below. A table listing and summarizing all actions, with their priority level, timeline, and responsible parties, appears at the end, along with a key to the partner codes.

#### Responsible Partner categories color coding key:

BLUE	Travel Montana
YELLOW	TAC, State & Local Government (policy makers)
RED	<b>Tourism Regions &amp; CVBs</b>
GREEN	State & Federal agencies (other than Travel Montana)
GRAY	Business and business associations (Chambers, MIKA, TIAM, etc.)
FUSCHIA	MTTA, Tribes, MIBA, BIA
WHITE	Nonprofit organizations (no shading)

## Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.

**Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results.** Coordinate highly effective promotion efforts among state, regional, local, and private partners to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment. Increase the percentage of funding used for proactive publicity and media relations, and web-based relationship marketing, compared to paid advertising placements.

1.1.a. Expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions. Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.

Priority: High

Responsibility: **TM**, **REG, CVB**, **CC**, **BIZ**, **MTTA**

Measurable Objectives:

- Identify and implement at least four off-peak season cooperative promotions annually (four statewide, plus four per region and CVB)
- Leverage \$4 million in annual Travel Montana advertising expenditures into \$10+ million in media value.
- Generate at least \$500,000 in private sector investment participation in cooperative advertising and promotion efforts annually.
- Increase the number of user sessions by 25% per year on Travel Montana and partner web sites.
- Work toward implementing monthly reporting of lodging sales and tax collections by Montana lodging industry and Department of Revenue by July 2010 (to measure results of marketing efforts more effectively).

Responsibility to track/report: **Travel Montana**, **Regions, CVBs**

1.1.b. Continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience". Based on market research, accentuate images and messages that appeal to each winter target market segment. Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list on Montana's winter web site: [www.wintermt.com](http://www.wintermt.com).

Priority: High

Responsibility: **TM**, **MSAA**, **REG, CVB**, **BIZ**, **MTTA**

Measurable Objectives:

- Increase nonresident visitation in winter season (Q1) by 15% by 2012.
- Identify new winter target markets with accompanying promotion efforts annually (one statewide, plus one per region/CVB).

Responsibility to track/report: **Travel Montana**, **Regions, CVBs**, **ITRR**

1.1.c. Attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal). Develop packages that target consumer show customers. Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.

Priority: Medium

Responsibility: **REG, CVB**, **BIZ**, **MTTA**

Measurable Objectives:

- Develop five targeted packages for show attendees.
- Disseminate at least 50 leads per show to tourism/recreation partners.
- Report bookings received by Montana industry participants.

Responsibility to track/report: **Regions, CVBs**

1.1.d. Continue marketing to international travelers. Work with Rocky Mountain International to provide annual reports about Montana product 'on the shelf' in the overseas markets. Educate Montana tourism suppliers about needs and expectations of international travelers. Disseminate tour operator/media leads and copies of articles published in international travel publications to Montana businesses and attractions. Provide semi-annual reports to Montana tourism partners about media value.

Priority: Medium

Responsibility: TM, REG, CVB, BIZ, MTTA

Measurable Objectives:

- Conduct a survey of the Montana tourism industry in 2008 to measure results of international marketing efforts.
- Increase product on the shelf offerings by international tour operators, focused on off-peak season niche activities.
- Increase overseas visitation from 3%-4% of all nonresident travelers to 5% of nonresident travelers by 2010.

Responsibility to track/report: Travel Montana, ITRR

1.1.e. Enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts. Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest. Pool state, region, and local funds and databases to conduct advertising conversion research, or use other online survey tools to determine the characteristics, spending, and decision-making habits of potential/converted Montana travelers, and return on investment (ROI) of marketing efforts. Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.

Priority: High

Responsibility: TM, REG, CVB, ITRR, DOR

Measurable Objectives:

- Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).
- Report results of research to Strategic Plan stakeholders.

Responsibility to track/report: Travel Montana, Regions, CVBs

**Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.**

Groups and events provide opportunities to build off-peak season business in Montana, through highly targeted sales and promotion efforts.

1.2.a. Amplify targeted sales and marketing to attract groups, meetings and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI, [www.iacvb.org](http://www.iacvb.org)) and/or the Western Association of CVBs (WACVB, [www.wacvb.org](http://www.wacvb.org)). Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts. Update appropriate listings on [montanameetings.com](http://montanameetings.com). Continue the 'Invite-a-convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.

Priority: High

Responsibility: CVB, REG, TM, BIZ, UNIV, MTTA

Measurable Objectives:

- Attract at least 50 new conferences or group gatherings of 100-150 people or more from outside Montana annually (average of 4 - 5 per CVB per year).

Responsibility to track/report: CVBs

1.2.b. Work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons. Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.). Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.

Priority: High

Responsibility: CVB, NPO, CC, BIZ, REG, TM, TRB

Measurable Objectives:

- Statewide, attract at least two new western or national sports competitions to Montana annually.

Responsibility to track/report: CVBs, Chambers, Regions, Travel Montana

1.2.d. Target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media such as the Northwest Outdoor Writers Association and Outdoor Writers Association of America, as well as niche and online media. Disseminate leads and industry trend information to tourism businesses and attractions. Conduct publicity workshops for tourism businesses and attractions. Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.

Priority: High

Responsibility: TM, CVB, REG, BIZ, MTTA

Measurable Objectives:

- Host at least one travel media group familiarization tour, and two to four individual familiarization tours per region annually.
- Maintain a statewide database of at least 1,400 travel journalists, and communicate with them regularly.
- Statewide, generate publicity about Montana destinations worth an advertising equivalency of \$14 million annually.

Responsibility to track/report: Travel Montana, Regions, CVBs

1.2.e. Continue to target tour operators to bring group tours and packaged vacations to Montana. Promote Montana as an off-peak season destination for group/package educational and experiential tours. Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.

Priority: High

Responsibility: TM, CVB, REG, BIZ, MTTA

Measurable Objectives:

- Statewide, generate six to ten new tour group trips annually.

Responsibility to track/report: Travel Montana, Regions, CVBs

**Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.**

Montana has limited public and private resources for tourism marketing compared to other destinations. By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.

1.3.a. Host an annual Marketing Plan meeting between Travel Montana, Regions, CVBs, Tourism Advisory Council, MTTA, and other state/federal agencies involved in tourism and recreation, to coordinate the marketing planning process. Schedule the meeting in January or February prior to the region/CVB Marketing Plan deadlines. Highlight successful programs. Discuss and identify priority target markets, state marketing strategies to reach each market, and ways to coordinate and leverage state and local marketing efforts. Discuss the relationship between tourism marketing and public land/facility management capacity, and how results of marketing strategies will be measured by all partners.

Priority: High

Responsibility: TM, TAC, REG, CVB, FWP, MHS, MDT, MAC, MHC, NPS, USFS, BLM, FWS, COE, MTTA, TIAM, MSAA

Measurable Objectives:

- Achieve at least 80% participation from representatives of regions, CVBs, TAC, MTTA, and state and federal agencies.
- Develop successful outcomes as measured by participant evaluations.

Responsibility to track/report: Travel Montana

1.3.b. Implement the new Montana tourism brand to enhance the state's image and message in priority markets.

Priority: High

Responsibility: TM, REG, CVB, BIZ, MTTA, DOAg, FWP, DOC, MHS, MAC, MHC, DNRC

Measurable Objectives:

- Encourage tourism and recreation partners statewide to incorporate the Montana brand into marketing efforts.
- Where appropriate, encourage other state departments/agencies to use the brand in their marketing efforts.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTRI, MTTA

1.3.c. Conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.

Priority: Medium

Responsibility: TM, REG, CVB, CC, MTTA

Measurable Objectives:

- Conduct at least one mktg workshop for tourism and recreation industry partners in each Region annually.
- Conduct at least one statewide tourism marketing webinar annually.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTTA

1.3.d. Create cooperative marketing campaigns between agriculture and tourism. Identify key businesses/trade groups in agriculture and tourism, and form marketing/advertising partnerships. Collaborate to pinpoint mutually-beneficial images/themes. Work with agricultural marketing groups to create campaigns and leverage advertising dollars.

Priority: Low

Responsibility: TM, DOAg, REG, NPO, BIZ, MTTA

Measurable Objectives:

- Create one new cooperative marketing campaign between agriculture and tourism annually.
- Highlight cooperative marketing efforts in e-newsletter, and at regional workshops.

Responsibility to track/report: Travel Montana, MT Dept. of Agriculture

#### **Action 1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.**

1.4.a. Create a database inventory of visitor information system (VIS) components available statewide (visitor and interpretive centers, short-wave Traveler Information System stations, kiosks, airport and rail station displays, rest areas, state/federal visitor information locations, tourist podcasts, museums, chamber offices, services at freeway exits, etc.). Identify the type of VIS component, services/information available, and hours/seasons of operation. Determine linkages (or lack of) between components, and gaps in the system, and develop strategies and partnerships to enhance the system and fill the gaps.

Priority: High

Responsibility: TM, REG, CVB, MTRI, MTTA

Measurable Objectives:

- Create a statewide inventory by December 2009, and update annually.
- Develop strategies to improve the system and fill gaps by December 2010.

Responsibility to track/report: Travel Montana

1.4.c. Provide advanced training for all Visitor Information Centers (VICs), including regional familiarization tours for state/federal/regional/tribal/local information staff and volunteers. Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent. VICs should coordinate hours/seasons of operation, and consolidate services where possible. Tap training resources such as Montana Superhost and the National Association of Interpretation.

Priority: High

Responsibility: TM, MTRI, REG, CVB, CC, BIZ, MTTA

Measurable Objectives:

- Conduct annual training workshops in each region for staff and volunteers of local, state, federal, and tribal visitor information/interpretive centers.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTRI, Superhost

## Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.

**Action 2.1: Build awareness through statewide publicity efforts about the new Montana Tourism Charter, geotourism, the benefits/impacts of tourism, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.** Distribute information through printed material, press releases, tourism listserv, economic development groups, etc. Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks). Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.

Priority: High

Responsibility: TM, REG, CVB, MTRI, MTTA, TIAM

Measurable Objectives:

- Distribute information monthly about tourism and recreation issues to industry, policy makers, and media.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTRI

**Action 2.2: Provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.**

Provide tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials. Conduct outreach at state, regional, and local meetings and events. Send e-mail communications to elected officials and MTRI agency directors. Present key tourism issues/trends to the Montana Assn. of Counties and Montana League of Cities & Towns; discuss tourism concerns/ opportunities, and seek creative/collaborative ways to address them. Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.

Priority: High

Responsibility: TM, REG, CVB, MTTA, CC, TIAM, MIKA, MEDA

Measurable Objectives:

- Give two to six presentations in each region, and six to statewide groups, annually.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTTA, Chambers

## Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.

**Action 3.1: Educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.**

Develop a single concise message about sustainable tourism, geotourism principles, and responsible recreation on public and private lands. Include the message on state, regional, local, and business web sites, in visitor guides, etc., to educate residents and visitors about their responsibilities when recreating on public and private lands. Coordinate efforts between tourism marketers and state/federal agencies to contact travelers via the media, web, VICs, rest areas, agency offices, businesses, etc. Outline penalties for illegal activities, where appropriate, and provide numbers to report violations. Include GPS coordinates on trail maps to assist visitors.

Priority: High

Responsibility: TM, MTRI, REG, CVB, BIZ

Measurable Objectives:

- Develop a single responsible use message for all partners by December 2008.
- Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.
- Distribute responsible use materials at all visitor centers statewide annually.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTRI



**Action 3.2: Coordinate state/regional/local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public lands and available facilities.**

Identify capacity and maintenance challenges, and ensure that state/regional/local tourism marketing efforts are appropriately aligned. Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities. Participate in the annual Marketing Planning meeting outlined in Action 1.3.a.

Priority: Medium

Responsibility: TM, REG, CVB, MTRI, CC

Measurable Objectives:

- Meet annually to discuss marketing plans and land management implications.

Responsibility to track/report: Travel Montana, MTRI, Regions, CVBs

## Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).

**Action 4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.**

4.1.a. Use local historic/cultural/tribal attractions as venues for conferences, events and educational seminars. Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services. Host receptions and tours at museums, galleries, theaters, Lewis & Clark sites, etc., and educational workshops and forums at historic sites like Virginia City. Use creative venue ideas for recruitment of conventions. Create annual statewide CVB/venue awards for creativity.

Priority: High

Responsibility: CVB, REG, BIZ, MHS, MHC, MAC, TM, MTTA

Measurable Objectives:

- Use historic/cultural facilities at least 50 times annually as venues for visiting conference groups (4+/year/CVB).

Responsibility to track/report: CVBs, MTTA, MHC

4.1.b. Develop artisans/craftsmen trails statewide to highlight Montana's history and culture. Highlight the many Montana artists and craftsmen via 'Artisan Corridors or Trails' to attract high-value, low impact travelers. Identify artisans, craftsmen, and annual art/craft events. Define regional Artisan Trails to be promoted, and develop marketing opportunities and funding sources. Ensure protection of intellectual and artistic property rights.

Priority: Medium

Responsibility: DOC / TM, MAC, MHS, UNIV, MTTA, REG, NPO

Measurable Objectives:

- Identify at least two trails per region, with theme and art/craft/history/culture/tribal highlights along each, by 2010.
- Develop and implement marketing strategy for trails by 2011.

Responsibility to track/report: Travel Montana, MAC, MHS, Regions, MTTA

4.1.d. Enhance the Montana Tribal Tourism Alliance (MTTA) and its marketing efforts (web site, coordination, DVD of Indian activities, etc.). Establish reciprocal promotion efforts between MTTA and Travel Montana. Assist MTTA to continue to be an advocate for tribal tourism, and a strong partner with the tourism regions. Offer specialized tourism training content for tribal representatives (i.e. tour guide development, business of tourism, etc.).

Priority: High

Responsibility: MTTA, TRB, MIBA, TM, REG

Measurable Objectives:

- Identify and implement specific cooperative marketing efforts annually.
- Annually identify and implement one tourism education opportunity per reservation and 2-3 off-reservation.
- Annually update the Tribal Nations portion of Travel Montana web site.

Responsibility to track/report: Travel Montana, MTTA

4.1.e. Plan and promote commemorations of historic events in Montana (i.e., David Thompson Bicentennial in NW Montana 2008-2011 and others).

Highlight historic and cultural events as appropriate to attract heritage and cultural travelers. Identify upcoming commemorations of cultural and historic events, and strategies to market them.

Priority: Medium

Responsibility: MHS, TM, MTR, REG, CVB, NPO, BIZ, CC, TRB

Measurable Objectives:

- Develop and implement three marketing strategies for the David Thompson Bicentennial Commemoration annually in 2009, 2010, and 2011.
- Annually identify and promote other commemorations.

Responsibility to track/report: MHS, Glacier Country, Travel Montana

## **Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.**

### **Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.**

5.1.a. Create vacation packages, and develop theme itineraries, designed for off-peak season niche markets targeted by promotion efforts. Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts. Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.

Priority: Medium

Responsibility: BIZ, REG, CVB, TM, MTTA

Measurable Objectives:

- Annually create and promote at least three off-peak season niche market packages/itineraries per region.
- Include a fam tour of the package/itinerary components as part of region meetings and VIC workshops.
- Highlight the packages/itineraries at the annual Governor's Conference.

Responsibility to track/report: Regions, CVBs

5.1.b. Expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities). Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc. Package and promote to targeted resident and nonresident markets.

Priority: Medium

Responsibility: BIZ, REG, CVB, TRB

Measurable Objectives:

- Identify and promote at least ten winter products/activities per region annually.
- Include a fam tour of winter activities at region meetings and VIC workshops.
- Highlight new winter products/activities at Governor's Conference on Tourism.

Responsibility to track/report: Regions, CVBs, MTTA

5.1.c. Encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences. Link Farmers' Markets and Made/Grown-in-Montana programs to tourism promotion. Provide information in travel guides and web sites, and at VICs. Encourage producers to



become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.

Priority: Medium

Responsibility: DOC, DOAg, BIZ, REG, CVB, TRB, EDO

Measurable Objectives:

- Identify/highlight local products in tourism marketing publications and web sites.
- Network with local producers at tourism meetings and workshops.
- Promote farmers markets, artisan shows, gallery tours, and other events that highlight local products.
- Ask restaurants to use local products for tourism meetings, workshops, etc.

Responsibility to track/report: DOC, DOAg, Regions, CVBs

5.1.d. Identify new opportunities to provide guided educational/interpretive and adventure tours, on public and private lands, and work to develop them. Baby boomers, geotourists, and heritage/cultural travelers are interested in educational and enriching experiences while traveling, but often lack the knowledge, skills and/or equipment to enjoy them on their own. Families seek interactive experiences that appeal to kids and teenagers. Private sector business can respond quickly to these opportunities. With the cooperation and support of land managers/owners, these businesses can offer value-added services to visitors.

Priority: Medium

Responsibility: FWP, USFS, NPS, BLM, FWS, LO, BIZ, REG

Measurable Objectives:

- Identify potential barriers, solutions, processes, and resources for agencies to develop RFPs in collaboration with private/nonprofit partners.
- Initiate the process of RFP development as appropriate.
- Offer enhanced services to the public through new guided opportunities.

Responsibility to track/report: MTR

**Action 5.2: Provide information about technical and financial assistance available to tourism and recreation businesses.**

5.2.a. Inform businesses, communities, and organizations about technical and financial assistance programs through newsletters, web sites, tourism meetings, press releases, and business trade associations.

Priority: Medium

Responsibility: TM, REG, CVB, SBDC, TRB, MTTA, EDO, NPO

Measurable Objectives:

- Highlight assistance programs in Travel Montana e-newsletter, and at region/CVB/association meetings.

Responsibility to track/report: Travel Montana

**Goal 6: Address tourism and recreation professional development, workforce availability, and affordable housing issues.**

**Action 6.1: Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations.**

6.1.a. Encourage all Montana CVBs to join either the Destination Marketing Association International (DMAI), or the Western Association of Convention & Visitors Bureaus (WACVB) to implement their standards, procedures, and performance reporting, and pursue staff certification and CVB accreditation. Include DMAI ([www.iacvb.org](http://www.iacvb.org)) or WACVB ([www.wacvb.com](http://www.wacvb.com)) membership fees in CVB marketing budgets. Provide training for CVB Board members using materials from either organization, and/or the Montana Nonprofit Association (MNA).

Priority: High

Responsibility: CVB, TAC

Measurable Objectives:

- Invite WACVB and/or DMAI representatives to give presentations at the Governor's Conference on Tourism and/or TAC meetings.
- Highlight CVB successes at Governor's Conference on Tourism.
- By 2009, all eleven CVBs are members of WACVB or DMAI, incorporating standards and booking targets.
- By 2010, staff members from all eleven CVBs attend at least one WACVB or DMAI training annually.
- By 2010, board members of CVBs receive formal orientation, a board member handbook, and annual training.
- By 2012, at least three Montana CVBs are working toward or have achieved CVB accreditation.

Responsibility to track/report: CVBs, Travel Montana

6.1.b. Sponsor training for staff and volunteer board members of tourism, recreation, historic, and cultural organizations and agencies, using information provided by the Destination Marketing Association International (DMAI), Tourism Industry Association, ESTO, MNA, the National Association of Interpretation, National Recreation & Parks Association, National Main Street Center, etc.

Priority: High

Responsibility: REG, TM, MHS, MAC, MHC, NPS, USFS, FWS, COE, FWP, MMS, MTTA, MNA

Measurable Objectives:

- Sponsor at least one training per region annually regarding nonprofit organization management.

Responsibility to track/report: Regions

**Action 9.1: Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities.**

Support changes in state law to enhance funding for Travel Montana, tourism regions, CVBs, and historic, cultural, and tribal partners, in order to generate additional tourism and general tax revenue.

Priority: High

Responsibility: SG, TAC, REG, CVB, BIZ, TIAM, MEDA, NPO

Measurable Objectives:

- Enact changes in state funding during 2009 legislative session to support increased tourism marketing and development.

Responsibility to track/report: TIAM

**Goal 9: Increase funding to maintain sustainable tourism and recreation.**

**Action 9.2: Foster opportunities to pool public and private marketing dollars.**

Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.

Priority: High

Responsibility: REG, CVB, TM, TAC, CC, BIZ

Measurable Objectives:

- Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.
- Increase private sector funding pooled with public dollars by 10% annually.

Responsibility to track/report: Regions, CVBs, Travel Montana

**Action 9.3: Enhance funding for region and CVB marketing efforts.**

Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation. Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects. CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.

Priority: High

Responsibility: CVB, REG, TM

Measurable Objectives:

- Host a session at the Governor's Conference about Tourism BID formation.
- Implement Tourism BIDs in at least six CVB areas by 2012.
- Jointly obtain at least one grant per region annually with local/regional arts, history, agri-tourism, tribal, or economic development organizations.

Responsibility to track/report: CVBs, Regions

**Goal 10: Build an effective "team" to implement the Strategic Plan, and report results.**

**Action 10.1: Recognize Travel Montana as the "Team Captain" to communicate regularly with partners, and coordinate successful implementation of the actions in the Strategic Plan.**

Travel Montana has lead responsibility for Strategic Plan coordination and monitoring, including communication with regions, CVBs, the Tourism Advisory Council, other state/federal agencies, tribes, elected officials, nonprofit organizations, businesses, and communities about Strategic Plan implementation status. It is incumbent upon Travel Montana and other partners to reach out to all areas of the state and engage them in the process, so they can benefit from it. Partners need to communicate with Travel Montana and report on implementation efforts within their area of responsibility.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Provide an annual report to all tourism/recreation industry partners, and to elected officials, with updates about progress on Strategic Plan objectives and projects.

Responsibility to track/report: Travel Montana

**Action 10.2: Create public/private/tribal partnerships for cooperative project implementation.**

Partners identify ways that their respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Create at least two new partnerships in each region annually.

Responsibility to track/report: Regions, CVBs, MTRI, MTTA

**Action 10.3: Implement regular Strategic Plan discussion and reporting mechanisms in a variety of venues to ensure that actual tourism and recreation activities are aligned with Strategic Plan goals and actions.**

10.3.a. Conduct annual Strategic Plan implementation workshops in each tourism region. Schedule annual implementation workshops in each region, with state/ federal agency and other partners invited, to discuss the status, challenges, and successes of implementation, and track actions, timeline and responsibilities in the plan. Ensure that all areas of the state are engaged in the process.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Conduct at least one implementation workshop per region annually.

Responsibility to track/report: Travel Montana, Regions, MTRI

10.3.b. Host an annual Strategic Plan discussion at the February Tourism Advisory Council meeting. Schedule 2+ hours at the February TAC meeting to discuss progress on Strategic Plan actions and report progress. Ensure that all state/federal agencies, tribal, and historic/cultural partners are invited.

Priority: High

Responsibility: TM, TAC, REG, CVB, MTRI, MTTA, NPO

Measurable Objectives:

- Conduct a Strategic Plan discussion with stakeholder representatives.

Responsibility to track/report: TAC, Travel Montana

10.3.c. Submit implementation updates on Strategic Plan actions for an annual report to the Tourism Advisory Council, Governor, and partners. Travel Montana will provide a user-friendly online form for all partners to report annually on Strategic Plan progress, successes, and challenges in their area of responsibility.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Create a user-friendly online form by June 2008 for reporting progress on Strategic Plan objectives and successes.
- Compile the Strategic Plan annual progress report, and distribute to TAC, Governor, legislature, and industry by January 30 annually.

Responsibility to track/report: Travel Montana

**Action 10.4: Streamline the process of reporting marketing plans, projects, and expenditures to the TAC and Travel Montana by Tourism Regions and CVBs.**

Reduce procedural steps in the marketing plan and project reporting requirements.

Priority: High

Responsibility: TM, TAC, SG, REG, CVB

Measurable Objectives:

- In the 1<sup>st</sup> quarter of 2008, review the recommendations for streamlining presented at the June 2007 TAC meeting, and develop recommendations for the TAC.

Responsibility to track/report: TAC, Travel Montana

**Action 10.5: Obtain strategic research to inform tourism marketing, development, and policy decisions, and disseminate results and implications.**

10.5.a. Continue to conduct research about resident and nonresident travelers in Montana to determine progress on Strategic Plan objectives. Conduct research about Montanans' travel habits, spending and trends, and continue nonresident visitor research to measure changes in travel habits, spending, satisfaction levels, motivations, etc. Additionally, conduct research to measure the economic impacts of specific attractions and events, and of specific visitor segments. Use the ITRR community survey tool to measure event impacts, site/trail visitors, etc.

Priority: High

Responsibility: ITRR, TAC, REG, CVB, MTRI, BIZ

Measurable Objectives:

- Conduct statewide nonresident traveler survey in 2010.
- Identify ways to provide interim information about nonresident traveler trends, particularly of geotourists, between the 5-year traveler survey cycle, and distribute information to industry partners annually.
- Measure the economic impact of at least one specific attraction, event, or visitor segment per region annually.

Responsibility to track/report: ITRR

10.5.b. Purchase research about national/international tourism, recreation, and related trends from sources such as the Tourism Industry Association (TIA), Smith Travel Research, Forrester, Global Insight, etc. Based on current information needs, identify sources of data and obtain market/trend research for Montana.

Priority: High

Responsibility: TM, ITRR, TAC

Measurable Objectives:

- Regularly review results of third party research, and distribute information with implications and recommendations to industry.

Responsibility to track/report: ITRR, Travel Montana

10.5.c. Continue regular monitoring of Montanans' opinions about tourism and recreation. Regularly measure Montanans' attitudes and perceptions about tourism to provide insights and guidance on whether concerns are being addressed successfully. Use this information to review and evaluate refinements to tourism and recreation management and marketing.

Priority: High

Responsibility: ITRR, REG, CVB, MTR, BIZ

Measurable Objectives:

- Conduct annual statewide resident attitudes and opinions survey and distribute results to industry partners.

Responsibility to track/report: ITRR

10.5.d. Disseminate tourism research reports to partners statewide.

As research reports become available, continue to notify stakeholders about reports and niche news updates posted on ITRR web site, and/or post information on the State tourism intranet site, and promote through Travel Montana. Inform industry partners about ITRR's search tool for customized reports.

Priority: High

Responsibility: ITRR, TM, REG, CVB, TIAM, MIKA, MOGA, FOAM, COAM

Measurable Objectives:

- Provide at least one tourism research update quarterly to industry partners until such point the information is available interactively through the ITRR web site.

Responsibility to track/report: ITRR

Action Table – Tourism Regions and CVBs				Priority	08	09	10	11	12	Lead	Partners
<b>Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.</b>											
1.1	Implement highly targeted consumer advertising/promotion campaigns										
1.1.a	Expand partnerships with tourism businesses/attractions as co-op partners	H			MO					TM	REG, CVB, CC, BIZ, MTTA
1.1.b	Continue winter marketing, promoting Montana as a superb winter destination	H						MO		TM	MSAA, REG, CVB, BIZ, MTTA
1.1.c	Attend consumer travel shows targeting high value, low impact visitors	M								REG	CVB, BIZ, MTTA
1.1.d	Continue marketing to international travelers	M	MO		MO					TM	REG, CVB, BIZ, MTTA
1.1.e	Enhance tracking/reporting and ROI from state, regional, and CVB advertising	H								TM	REG, CVB, ITRR, DOR
1.2	Promote Montana to target groups/events, emphasizing off-peak season activities										
1.2.a	Amplify targeted marketing to attract groups, meetings, and conferences	H								CVB	REG, TM, BIZ, UNIV, MTTA
1.2.b	Work with local sports groups to attract sport events in off-peak season	H								CVB	NPO, CC, BIZ, REG, TM, TRB
1.2.d	Target travel media to increase visibility of MT as a leisure travel destination	H								TM	CVB, REG, BIZ, MTTA
1.2.e	Continue to target tour operators to bring tours/package vacations to MT	H								TM	CVB, REG, BIZ, MTTA
1.3	Collaborate with tourism marketing partners to plan/implement priority marketing efforts										
1.3.a	Host an annual marketing plan meeting to coordinate the marketing planning process	H								TM	TAC, REG, CVB, FWP, MHS, MDT, MAC, MHC, NPS, USFS, BLM, FWS, COE, MTTA, TIAM, MSAA
1.3.b	Implement the new Montana tourism brand	H								TM	REG, CVB, BIZ, MTTA, DOAg, FWP, DOC, MHS, MAC, MHC, DNRC
1.3.c	Conduct educational tourism workshops, presentations, and webinars	M								TM	REG, CVB, CC, MTTA
1.3.d	Create cooperative marketing campaigns between agriculture and tourism	L								TM	DOAg, REG, NPO, BIZ, MTTA
1.4	Improve Montana's Visitor Information System to extend visitor stays and spending										
1.4.a	Create a database inventory of Visitor Information System elements statewide	H		MO	MO					TM	REG, CVB, MTRI, MTTA
1.4.c	Provide advanced training for all VICs, including regional familiarization tours	H								TM	MTRI, REG, CVB, CC, BIZ, MTTA
<b>Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.</b>											
2.1	Build awareness about new Montana Tourism Charter, geotourism, & tourism benefits	H								TM	REG, CVB, MTRI, MTTA, TIAM
2.2	Give effective presentations to policy makers about Montana tourism issues/benefits	H								TM	REG, CVB, MTTA, CC, TIAM, MIKA, MEDA
<b>Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.</b>											
3.1	Educate visitors, suppliers, residents about ethics/responsibilities on public/private lands	H	MO	MO						TM	MTRI, REG, CVB, BIZ
3.2	Coordinate statewide tourism marketing efforts to ensure consistency with land mngmnt	M								TM	REG, CVB, MTRI, CC

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Action Table – Tourism Regions and CVBs				Priority	08	09	10	11	12	Lead	Partners
<b>Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).</b>											
4.1	Promote existing historic/cultural assets for the enjoyment of residents and visitors										
4.1.a	Use historic/cultural attractions as venues for conferences, events, and seminars	H								CVB	REG, BIZ, MHS, MHC, MAC, TM, MTTA
4.1.b	Develop artisan/craftsmen trails statewide to highlight history and culture	M			MO	MO				DOC	TM, MAC, MHS, UNIV, MTTA, REG, NPO
4.1.d	Enhance MTTA and its marketing efforts	H								MTTA	TRB, MIBA, TM, REG
4.1.e	Plan and promote commemorations of historic events in Montana	M			MO	MO	MO			MHS	TM, MTRI, REG, CVB, NPO, BIZ, CC, TRB
<b>Goal 5: Support appropriate tourism business growth, including new tourism products and services for target customer markets.</b>											
5.1	Cultivate opportunities to leverage private/public funds to create tourism products										
5.1.a	Create vacation packages/itineraries for off-peak season niche markets	M								BIZ	REG, CVB, TM, MTTA
5.1.b	Expand winter tourism products/activities (spas, arts/culture, tribal events, etc.)	M								BIZ	REG, CVB, TRB
5.1.c	Encourage use of Made/Grown-in-MT products by restaurants, markets, retailers, etc.	M								DOC	DOAg, BIZ, REG, CVB, TRB, EDO
5.2	Provide information about technical/financial assistance available to tourism businesses										
5.2.a	Distribute assistance information via tourism meetings, web sites, newsletters, etc.	M								TM	REG, CVB, SBDC, TRB, MTTA, EDO, NPO
<b>Goal 6: Address tourism and recreation professional development, workforce availability, training, and affordable housing issues.</b>											
6.1	Enhance professional development opportunities/requirements for tourism organizations										
6.1.a	Encourage all MT CVBs to join DMAI or WACVB trade associations, adopt standards	H			MO	MO			MO	CVB	TAC
6.1.b	Sponsor training for staff/volunteer board members of nonprofit tourism, recreation, historic, and cultural organizations and agencies	H								REG	TM, MHS, MAC, MHC, NPS, USFS, FWS, COE, FWP, MMS, MTTA, MNA
<b>Goal 7: Improve Montana's transportation system for both residents and visitors.</b>											
7.1	Increase air service capacity to and from Montana cities	H								MDT	EDO, CVB, LG, BIZ
<b>Goal 8: Enhance the "curb appeal" of Montana communities to attract visitors.</b>											
8.2	Implement improvements to make Montana communities more visitor-friendly										
8.2.b	Address billboard proliferation and create incentives for replacement with TODS	H			MO					MDT	REG, LG, CC, BIZ, LO
<b>Goal 9: Increase funding to maintain sustainable tourism and recreation.</b>											
9.1	Seek increases in state funding for targeted tourism marketing/programs/facilities	H			MO					SG	TAC, REG, CVB, BIZ, TIAM, MEDA, NPO
9.2	Foster opportunities to pool public and private marketing dollars	H								REG	CVB, TM, TAC, CC, BIZ
9.3	Enhance funding for region and CVB marketing efforts	H							MO	CVB	REG, TM

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Action Table – Regions and CVBs		Priority	08	09	10	11	12	Lead	Partners
<b>Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.</b>									
10.1	Recognize Travel Montana as ‘team captain’ to communicate/coordinate regularly with partners	H						TM	ALL
10.2	Create public/private/tribal partnerships for cooperative project implementation	H						TM	ALL
10.3	Implement Strategic Plan discussion/reporting to align activities with goals and actions								
10.3.a	Conduct annual Strategic Plan implementation workshops in each region	H						TM	ALL
10.3.b	Host annual Strategic Plan discussion at the February TAC meeting	H						TM	TAC, REG, CVB, MTRI, MTTA, NPO
10.3.c	Submit updates on Strategic Plan implementation for Annual Report to TAC, etc.	H	MO					TM	ALL
10.4	Streamline reporting process of marketing plans/expenditures to TAC/TM by regions & CVBs	H	MO					TM	TAC, SG, REG, CVB
10.5	Obtain strategic research to inform tourism marketing, development, and policy decisions								
10.5.a	Continue to conduct research about resident/nonresident travelers in Montana	H			MO			ITRR	TAC, REG, CVB, MTRI, BIZ
10.5.c	Continue regular monitoring of Montanans’ opinions about tourism and recreation	H						ITRR	REG, CVB, MTRI, BIZ
10.5.d	Disseminate tourism research reports to partners statewide	H						ITRR	TM, REG, CVB, TIAM, MIKA, MOGA, COAM

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